AUGUST 1988

Lodging Hospitality

THE PENTON MANAGEMENT MAGAZINE FOR HOTELS, MOTELS, RESORTS

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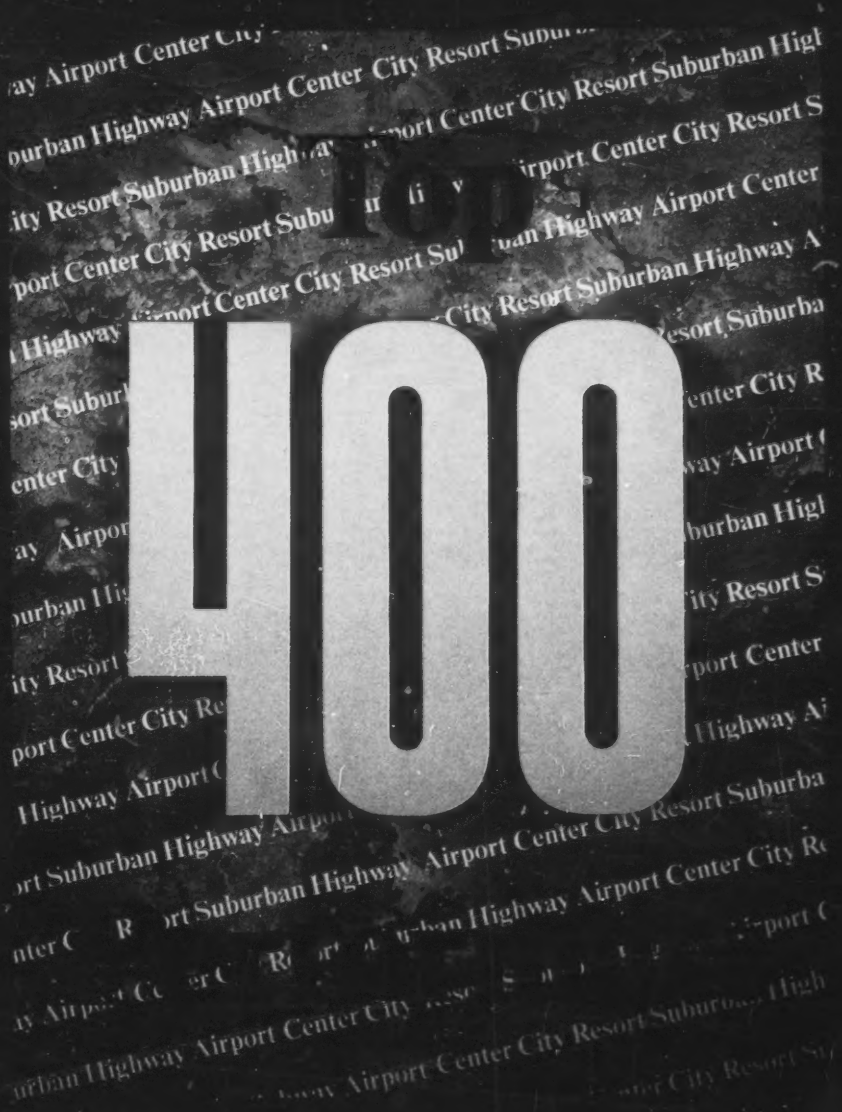

NUMBER NINE VOLUME FORTY-FOUR

Lodging Hospitality

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Lodging's 400 Top Performers

Our annual must-keep survey/guide for 1988-89, analyzing the industry's leading 400 properties. Includes a breakdown by type of property, years in operation, percentage of business booked through reservations systems, guest profiles, services and more. Compare our figures to the figures of the industry as a whole and also take a look at the figures of Lodging's Top 25 Chains..... *Page 47*

The Best of Hilton's Best

Hilton Hotels Corporation, holding its annual meeting and convention in San Francisco this month, is sure to be celebrating the culmination of its unprecedented $1.2 billion renovation and expansion program at its 12 finest properties. Take a look at some of the pieces among this truly magnificent collection..... *Page 79*

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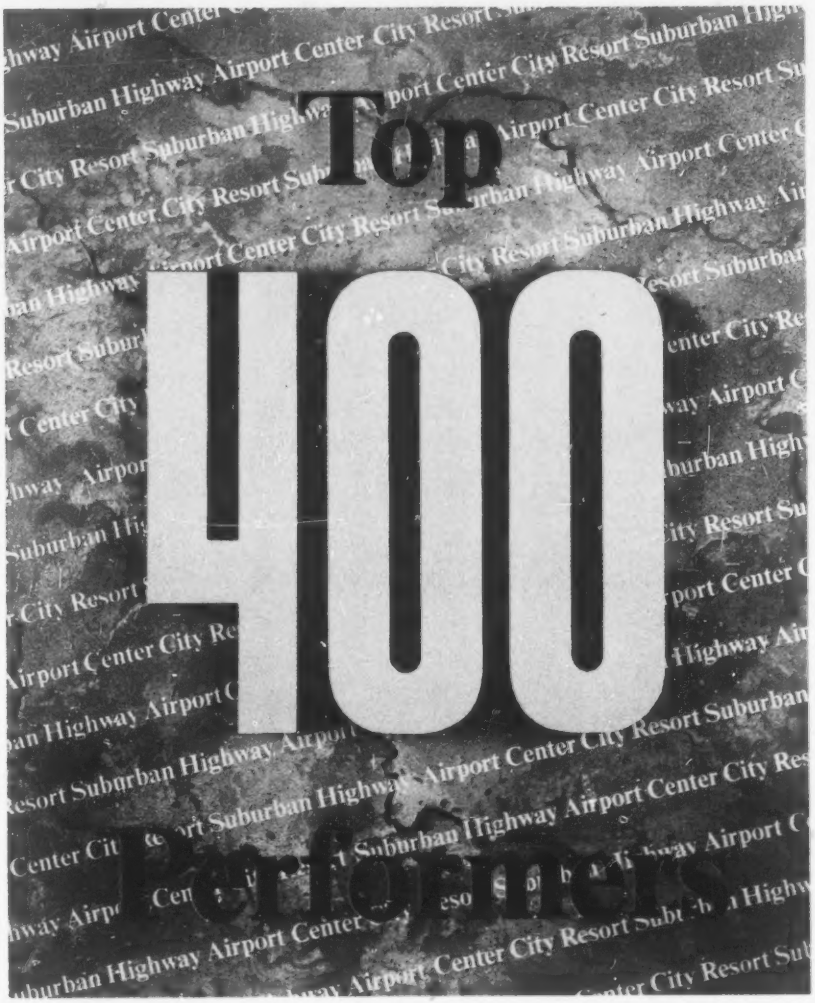
Lodging Hospitality's



Winning a place among *Lodging Hospitality's* 400 Top Performers got tougher than ever in 1987. The 400 outperformed the industry by some 88 percent; their sales per room averaged $42,651 compared to $22,685 per room which Laventhol and Horwath reports was the industry-wide average for 1987. Sales per room among the 400 grew at a rate of 6.45 percent between 1986 and 1987. The industry in general achieved a gain in per-room sales of only 4.35 percent.

One reason for this outstanding showing by the 400 is superior occupancy. Our top performers averaged 74 percent in 1987, compared to 70 percent in 1986. Industry-wide, occupancy was 65 percent in 1987, virtually unchanged from the year before.

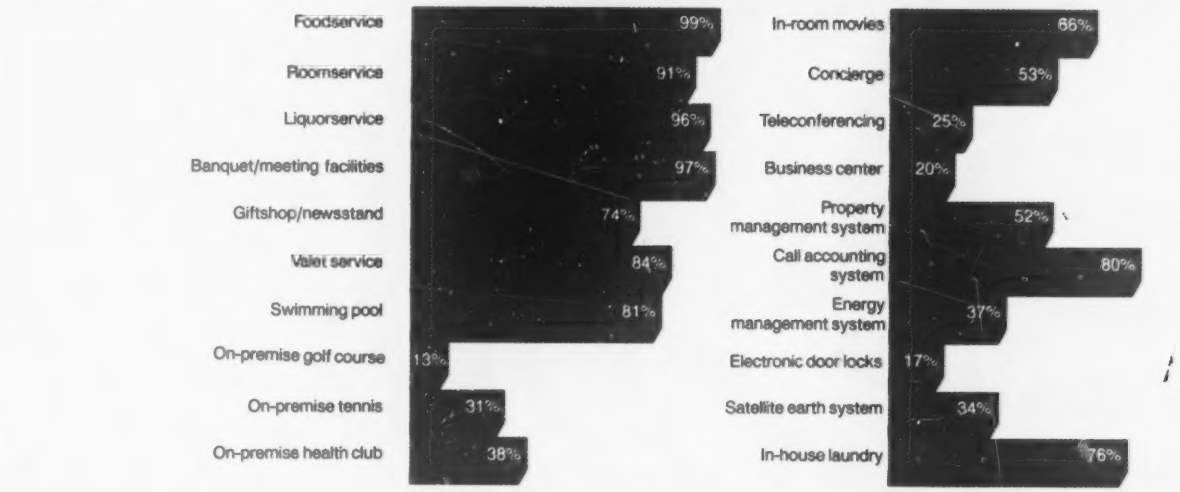
Another feature that distinguishes most of the 400 top performers is strong food and beverage sales. On average, the 400 sold $16,603 worth of food and drink per room last year. Industry-wide food and beverage sales averaged just a bit more than half of that: $8,569.

Representation by various types of properties within the 400 is just about unchanged from last year's totals. In spite of repeated predictions of the demise of the independent property, independents accounted for 41 percent of the 400 top performers. The remaining 59 percent consisted of all types of chain affiliates: 32 percent franchised, 10 percent chain-owned, 16 percent chain-managed and one percent members of referral groups.

With 2,100 rooms and total sales of $120 million, the New York Hilton and Towers was the biggest hotel in the 400. Smallest is the 23-room Maison de Ville in New Orleans.

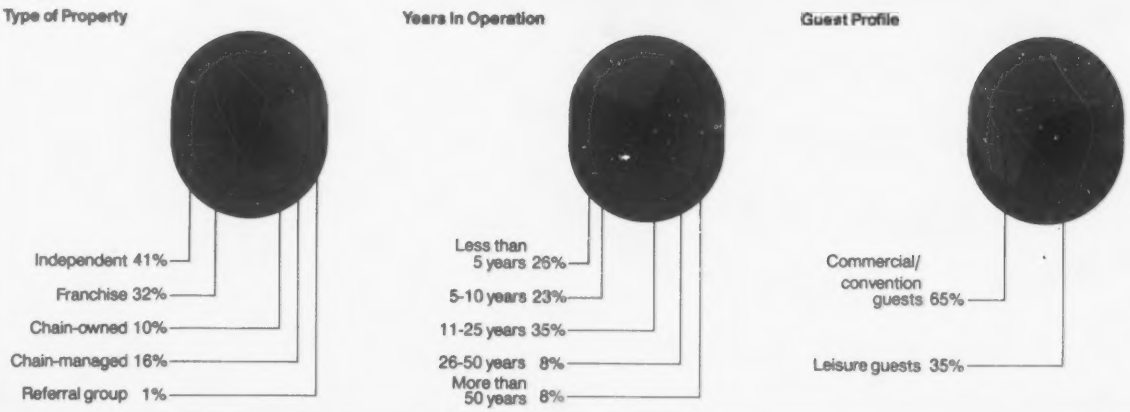
Four Hundred Top Performers vs. The Industry

Services



Composition of Sales

Profile



Center City

Occupancy in America's downtown hotels dipped last year, from 68 percent to just under 66 percent. Sales per room, on the other hand, increased from $25,405 to $28,399. Reflecting those industry-wide trends, *Lodging Hospitality's* 100 top performers in the center city category slipped from 70 to 69 percent occupancy, but still managed to boost their sales per room from $33,333 to $42, 764. That's a jump of 28 percent.

According to Lavanthol and Horwath, the average downtown hotel increased its per-room sales by about 12 percent last year, so *Lodging Hospitality's* top performers continue to stay well ahead of the pack: They achieved $8,667 in room sales and $4,600 in food and beverage sales, more than the national average for downtown hotels.

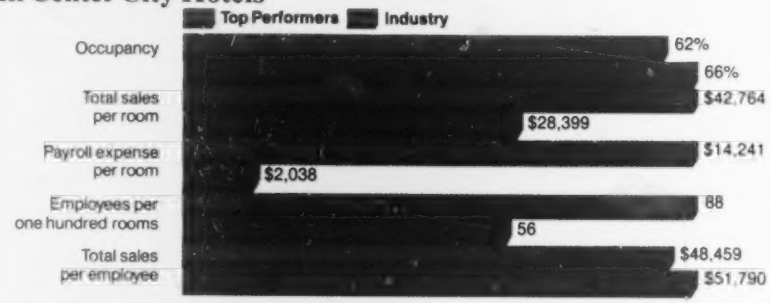
Our top performers in the center city category are a bit older than are those in other categories. In fact, 16 percent are 50 years or older. Such venerable institutions as the Tremont in Chicago, the Hotel Boulderado in Boulder, Colo., and the Mark Hopkins all continue to thrive.

Center city hotels are heavily dependent on commercial/convention business. The ratio is 74 percent to 26 percent.

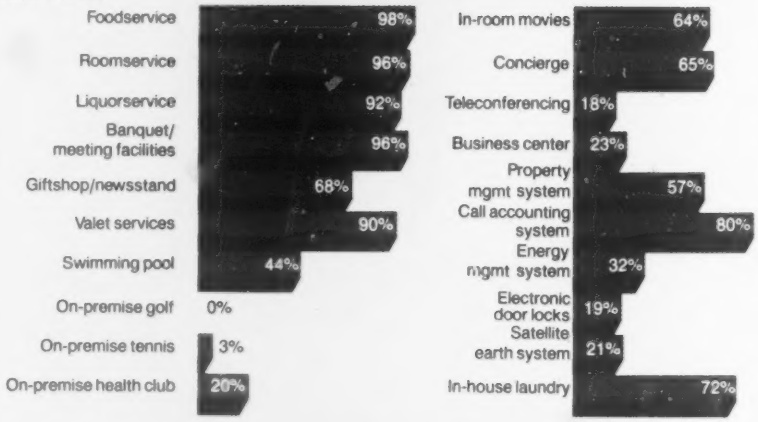
A newcomer to the 400, the Four Seasons Hotel in Washington, DC, led the group with per-room sales of $114,213. It is not a record for the 400, but it represents an outstanding achievement nonetheless. Best occupancy was reported by the Howard Johnson Plaza Hotel in San Juan, PR.

It's interesting to note that more than half of the 100 top performing Center City hotels are located in just eight cities. San Francisco had the most winners with 11 hotels, led by the Compton Place. Ten hotels in Washington, DC made the list, seven in Boston, six each in New York and Los Angeles, four each in New Orleans and Houston and three in Chicago.

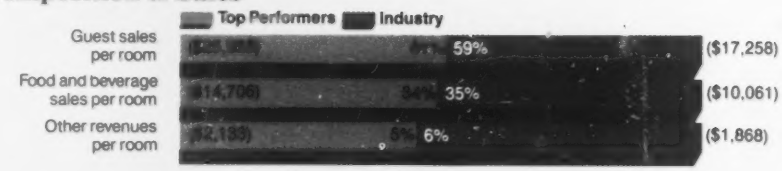
One Hundred Center City Top Performers vs. All Center City Hotels



Services



Composition of Sales



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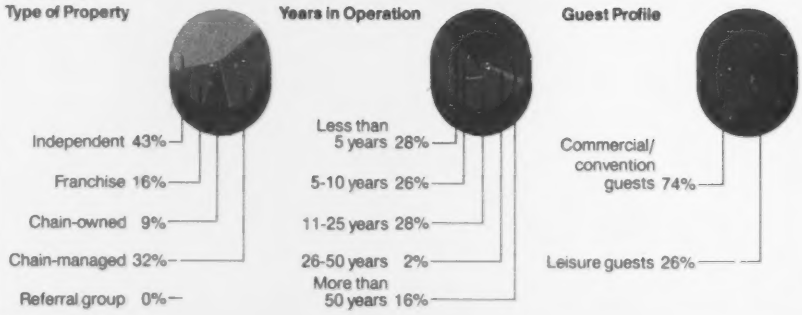
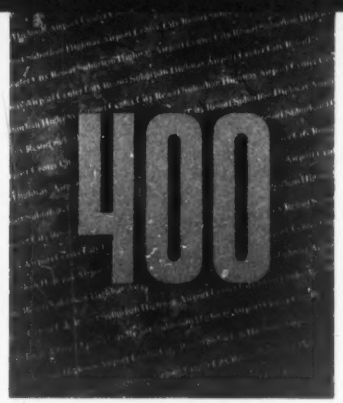
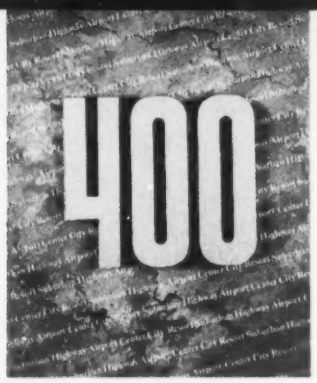




Center City

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
1	114,213	**Four Seasons Hotel,** Washington, D.C.	197	22,500	11	11,000	10,000	1,500	77	25	350
2	101,010	**Bel Age,** West Hollywood, CA	198	20,000	17	11,000	7,000	2,000	73	37	300
3	92,307	**The Lowell Hotel,** New York, NY	65	6,000	66	5,500	500		82	12	98
4	91,533	**Ritz-Carlton Hotel,** Chicago, IL (3, + 10.7%)	437	40,000	4	22,000	14,400	3,600	79	17	630
5	89,285	**L'Ermitage Hotel,** Beverly Hills, CA	112	10,000	44	8,400	1,200	400	72	44	170
6	84,333	**Campton Place Hotel,** San Francisco, CA (5, + 18%)	120	10,120	43	5,620	4,067	433	62	78	180
7	80,263	**Bostonian Hotel,** Boston, MA	152	12,200	36	8,000	4,200		78	21	190
8	70,744	**Mondrian,** West Hollywood, CA	188	13,300	33	9,700	2,500	1,100	78	20	190
9	69,142	**Hotel Parker Meridien,** New York, NY (10, + 11.2%)	700	48,400	2	35,700	10,600	2,100	75	31	600
10	67,886	**Hotel Meridien Boston,** Boston, MA (8, + 7.4%)	326	22,131	12	12,143	9,186	802	72	46	335
11	65,878	**The Beverly Hilton,** Beverly Hills, CA	592	39,000	5	20,000	19,000		73	38	800
12	64,043	**Hotel Maison de Ville,** New Orleans, LA	23	1,473	100	811	631	31	72	45	50
13	61,400	**St. James Hotel,** Red Wing, MN (13, + 10.5%)	60	3,684	88	1,045	2,258	381	68	67	154
14	59,096	**The Charles Hotel,** Cambridge, MA	299	17,670	21	9,872	7,194	604	73	39	325
15	58,081	**The Fairmount Hotel,** San Antonio, TX	37	2,149	98	636	1,438	75	48	99	100
16	57,353	**Best Western Gennetti Motor Inn,** Wilkes-Barre, PA (4, - 2.4%)	68	3,900	84	605	2,972	323	57	92	150
17	57,142	**New York Hilton and Towers,** New York, NY	2,100	120,000	1	70,000	40,000	10,000	68	68	1,400
18	56,711	**The Sorrento Hotel,** Seattle, Wash.	76	4,310	81	1,850	1,960	500	69	65	100
19	56,474	**Tremont Hotel,** Chicago, IL	139	7,850	54	3,638	3,880	332	57	93	130
20	56,457	**Hotel Boulderado,** Boulder, CO (15, + 3.6%)	107	6,041	65	2,357	3,510	174	85	7	250
21	56,130	**Mark Hopkins Inter-Continental,** San Franciso, CA	392	22,003	13	12,965	7,938	1,100	60	85	447
22	55,160	**Copley Plaza Hotel,** Boston, MA (16, + 11.6%)	393	21,678	15	11,809	8,716	1,153	76	28	620
23	52,446	**Hotel Kitano,** New York, NY (42, + 49%)	112	5,874	67	3,720	1,626	528	90	3	77
24	51,667	**Villa Florence Hotel,** San Francisco, CA	177	9,145	48	4,874	4,027	244	88	5	147
25	50,378	**Georgetown Inn,** Washington, D.C. (21, + 13.9%)	95	4,786	77	3,058	1,312	416	70	56	51
26	50,189	**Westmark Inn Hotel,** Juneau, AK	106	5,320	71	4,000	1,320		82	13	56
27	49,295	**Hotel Northampton,** Northampton, MA	71	3,500	89	1,000	2,500		61	81	125
28	49,160	**Four Season Olympic Hotel,** Seattle, WA (17, + 0.5%)	450	20,000	18	14,000	6,000		70	55	400
29	48,387	**Remington On Post Oak Park,** Houston, TX	248	12,000	37	7,000	5,000		46	100	301
30	48,113	**Hotel Vintage Court,** San Francisco, CA (23, + 9.7%)	106	5,100	73	2,952	2,032	116	91	2	65
31	47,926	**Howard Johnson Plaza Hotel,** San Juan, Puerto Rico	150	7,189	59	4,392	2,538	259	93	1	154
32	47,613	**Chateau Marmont Hotel,** Hollywood, CA (30, + 16.9%)	62	2,952	94	2,795	157		86	6	42
33	44,600	**Providence Marriott Hotel,** Providence, RI	345	15,387	30	8,673	5,760	954	84	9	347
34	44,531	**Headquarters Plaza Hotel,** Morristown, NJ (18, - 0.6%)	256	11,400	38	5,900	5,000	500	71	50	250



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35	43,174	**Loews L'enfant Plaza Hotel,** Washington, D.C. (26, +4.9%)	372	16,061	28	10,348	5,111	602	78	19	310
36	43,130	**Galleria Park Hotel,** San Francisco, CA (28, +5.2%)	177	7,634	55	5,275	1,830	529	90	4	100
37	42,461	**Hotel Magee,** Bloomsburg, PA (20, −5%)	52	2,208	96	316	1,847	45	60	86	94
38	41,667	**Mayflower Hotel,** Washington, D.C.	720	30,000	6	23,000	7,000		74	36	800
39	41,199	**Sheraton Palace Hotel,** San Francisco, CA (47, +23.4%)	534	22,000	14	13,000	6,000	3,000	75	32	395
40	41,188	**The Otani Hotel and Garden,** Los Angeles, CA (38, +8.5%)	448	18,411	20	10,324	6,567	1,520	82	14	390
41	40,323	**The Lancaster Hotel,** Houston, TX	93	3,750	87	2,079	1,533	138	60	87	100
42	40,043	**Sheraton Long Beach,** Long Beach, CA	462	18,500	19	12,000	6,000	500	62	79	375
43	40,022	**The Lenox Hotel,** Boston, MA	220	8,805	51	6,027	2,407	371	79	18	150
44	39,783	**Royal Sonesta Hotel,** Cambridge, MA	400	15,913	29	8,679	6,177	1,057	64	73	377
45	39,617	**Sheraton at Fisherman's Wharf,** San Francisco, CA (33, +0.6%)	525	20,799	16	16,570	2,979	1,250	83	11	300
46	39,307	**Halloran House,** New York, NY (35, +1.5%)	644	25,314	10	20,752	4,562		83	10	420
47	39,041	**Hotel Meridian,** San Francisco, CA	700	27,329	8	18,090	7,609	1,630	72	42	441
48	38,615	**One Washington Circle Hotel,** Washington, D.C. (25, −8.9%)	151	5,831	68	4,096	1,483	252	77	26	107
49	38,374	**The Omni Hotel Charleston Place,** Charleston, SC	443	17,000	24	10,000	6,500	500	73	40	500
50	37,620	**The Pontchartrain Hotel,** New Orleans, LA	100	3,762	86	1,394	2,259	109	62	80	115
51	37,406	**Richmond Marriott Hotel,** Richmond, VA (36, −3.2%)	401	15,000	31	8,000	7,000		70	57	450
52	37,394	**Whitehall Hotel,** Chicago, IL	223	8,339	52	5,853	1,707	779	54	95	192
53	36,414	**Houstonian Hotel and Conference Center,** Houston, TX (29, −10.4%)	297	10,815	41	4,371	4,670	1,774	65	72	305
54	36,307	**Hilton Palacio del Rio,** San Antonio, TX (45, +5.9%)	482	17,500	23	10,600	6,120	780	69	66	300
55	36,073	**The Capital Hotel,** Little Rock, AR	123	4,437	79	1,994	2,172	271	58	90	140
56	35,838	**Sheraton Commander Hotel,** Cambridge, MA (52, +8.7%)	173	6,200	63	5,000	1,200		76	29	138
57	35,322	**Omni Shoreham Hotel,** Washington, D.C.	770	27,198	9	16,100	8,750	2,348	74	35	470
58	35,183	**Hyatt Regency Atlanta,** Atlanta, GA	1279	45,000	3	25,000	20,000		70	59	900
59	35,074	**Royal Sonesta Hotel,** New Orleans, LA (46, +3.6%)	500	17,537	22	11,433	5,003	1,101	70	54	450
60	34,921	**Moby Dick Inn,** Hyder, AK	63	2,200	97	400	1,800		70	58	60
61	34,749	**University Park/Holiday Inn,** Ft. Collins, CO	259	9,000	50	5,500	3,500		72	47	220
62	34,469	**The Hotel Belvedere,** Baltimore, MD	179	6,170	64	1,950	4,220		60	88	185
63	34,217	**Heathman Hotel,** Portland, OR	152	5,201	72	2,779	2,130	292	63	76	152
64	34,204	**The River Inn,** Washington, D.C. (56, +6.8%)	127	4,344	80	3,276	820	248	80	15	47
65	34,186	**U.S. Grant Hotel,** San Diego, CA (24, −20%)	280	9,572	47	4,970	4,175	427	53	97	300
66	33,680	**Sheraton Anchorage Hotel,** Anchorage, AK	375	12,630	35	8,036	4,205	389	80	16	276
67	33,443	**The Strathallan,** Rochester, NY	151	5,050	74	2,800	2,250		72	43	145

Center City

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68	32,580	**Four Seasons Hotel,** Houston Center, Houston, TX (90, +18%)	399	13,000	34	6,950	5,100	950	51	98	420
69	32,355	**Governor's House Holiday Inn,** Washington, D.C. (72, +8.5%)	152	4,918	75	3,543	1,100	275	77	27	53
70	32,333	**Astor Hotel,** Millawukee, WI	96	3,104	92	828	1,202	1,074	53	96	116
71	31,894	**The Inn at Foggy Bottom,** Washington, D.C. (64, +1.7%)	95	3,030	93	2,256	603	171	78	22	35
72	31,452	**Miyako Hotel,** San Francisco, CA	208	6,542	61	4,264	1,732	546	61	83	150
73	31,428	**Vanderbilt Plaza Hotel,** Nashville, TN	350	11,000	39	7,000	4,000		75	33	300
74	31,339	**Salt Lake Hilton,** Salt Lake City, UT	351	11,000	40	6,000	4,500	500	70	60	330
75	31,295	**The Eureka Inn,** Eureka, CA (80, +9.5%)	105	3,286	91	1,248	1,963	75	61	82	100
76	31,102	**Berkshire Hilton Inn,** Pittsfield, MA (40, −14.9%)	175	5,443	69	2,869	1,541	1,033	67	69	160
77	30,932	**Boone Tavern Hotel,** Berea, KY	59	1,825	99	725	1,100		71	51	150
78	30,513	**Holiday Inn Duluth,** Duluth, MN	240	7,323	57	3,681	2,391	1,251	78	23	185
79	30,303	**Ramada Hotel Fisherman's Wharf,** San Francisco, CA (86, +7.7%)	231	7,000	60	6,000	1,000		85	8	100
80	30,124	**Sheraton at St. John's Place,** Jacksonville, FL	322	9,700	46	5,400	3,800	500	70	61	250
81	30,035	**Holiday Inn Financial District,** San Francisco, CA	566	17,000	25	14,000	3,000		75	34	250
82	29,745	**Ramada Renaissance Hotel,** Washington, D.C.	353	10,500	42	8,000	2,000	500	70	62	230
83	29,451	**Sonesta Hotel Portland,** Portland, ME (77, +0.1%)	184	5,419	70	3,104	2,099	216	64	74	165
84	29,344	**The Brookshire Hotel,** Baltimore, MD (54, −10%)	90	2,641	95	1,796	845		78	24	105
85	29,042	**La Posada De Santa Fe,** Santa Fe, CA	118	3,427	90	2,246	914	267	71	52	80
86	29,032	**Radisson Hotel Wilmington,** Wilmington, DE (88, +3.2%)	217	6,300	62	3,700	2,300	300	64	75	180
87	28,968	**The Summit Hotel,** Hartford, CT	285	8,256	53	4,732	3,259	265	63	77	214
88	28,906	**Radisson Hotel Burlington,** Brulington, VT (75, −2.2%)	256	7,400	56	4,700	2,300	400	73	41	88
89	28,792	**Sheraton Lakeland,** Lakeland, FL	140	4,031	83	2,110	1,896	25	72	48	106
90	28,685	**Center of New Hampshire Holiday Inn,** Manchester, NH	251	7,200	58	4,000	3,000	200	65	71	270
91	28,376	**The Clinic Center Hotel,** Cleveland, OH	348	9,875	45	5,496	3,647	732	66	70	339
92	28,245	**Radisson Hotel La Crosse,** La Crosse, WI (83, +0.1%)	171	4,830	76	2,400	2,300	130	76	30	95
93	28,013	**Omni Virginia Beach,** Virginia Beach, VA	149	4,174	82	1,903	1,953	318	70	63	160
94	27,655	**Concord Hilton,** Concord, CA	330	9,126	49	5,084	3,728	314	61	84	250
95	27,642	**Carolina Inn,** Chapel Hill, NC (96, +5.1%)	140	3,870	85	1,960	1,830	80	72	49	150
96	27,417	**Sheraton Potomac Inn,** Rockville, MD	170	4,661	78	2,449	2,095	117	70	64	149
97	27,394	**Westin William Penn,** Pittsburgh, PA	595	16,300	27	10,000	6,300		55	94	600
98	27,053	**Omni Netherland Plaza,** Cincinnati, OH	621	16,800	26	9,100	6,500	1,200	60	89	450
99	27,022	**Hotel Inter-continental New Orleans,** New Orleans, LA (85, −4.7%)	497	13,430	32	8,748	3,930	752	58	91	340
100	26,448	**The Roosevelt Hotel,** New York, NY	1070	28,300	7	21,000	5,300	2,000	71	53	500

Resorts

Last year was the first year any hotel inched over $200,000 per room in sales. That was the Turnberry Isle Yacht and Country Club in North Miami Beach. The Turnberry Isle heads the resort list again this year, but per-room sales have slowed to $154,966. In spite of this slowdown at the top, the average per-room sales among the top performing resorts has improved. The average in 1987 was $57, 678, a 23.5 percent improvement over last year's figure of $46,700.

Again, *Lodging Hospitality's* top performers are riding with a national trend. Laventhol and Horwath reports a median per-room income of $33,975 for all resorts in the United States during 1987. That's up from $23,418 in 1986.

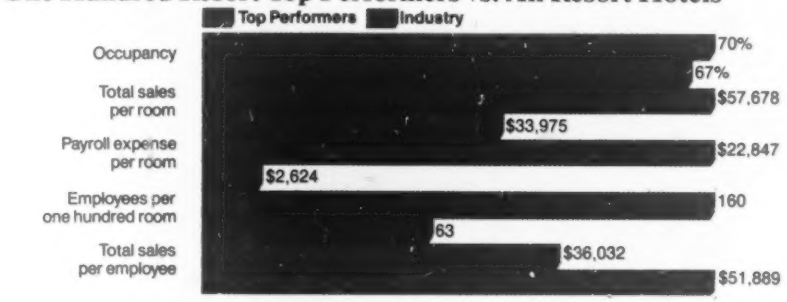
Independent properties dominate the resort top performers. Sixty-nine percent had no chain affiliation whatever. And the top performing resorts depend heavily on social rather than corporate or convention business. They average 64 percent leisure guests and only 36 percent commercial travelers.

Operators of top resorts spend a bundle on pampering guests. They average 160 employees for every 100 rooms, and spend $22,847 on payroll per room. Resorts in general tend to spend more on payroll than do other types of hotels, but even considering the higher average among resorts, *Lodging Hospitality's* top performers are big-time spenders: their payroll expenditures are about ten times nationwide averages for resorts.

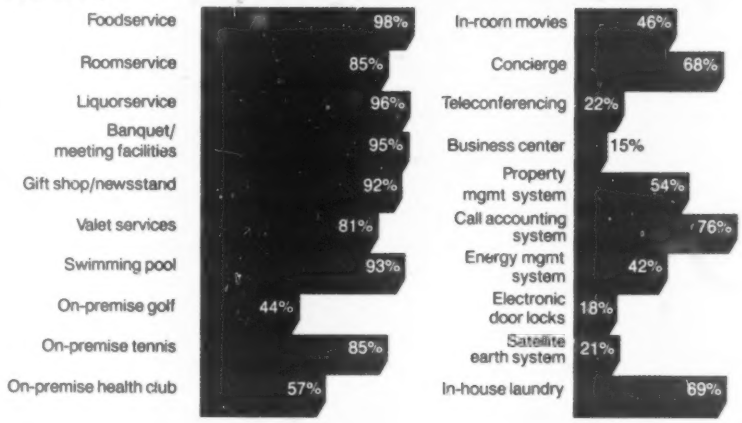
More than half of the top resorts were located in just four states. Florida led with 21; California was second with 13, Hawaii has ten of the winners and Arizona has seven.

The Hale Koa Hotel in Honolulu reported the highest occupancy of any resort, indeed the highest occupancy ever reported by any hotel in the history of *Lodging Hospitality's* 400: an amazing 99.7 percent.

One Hundred Resort Top Performers vs. All Resort Hotels

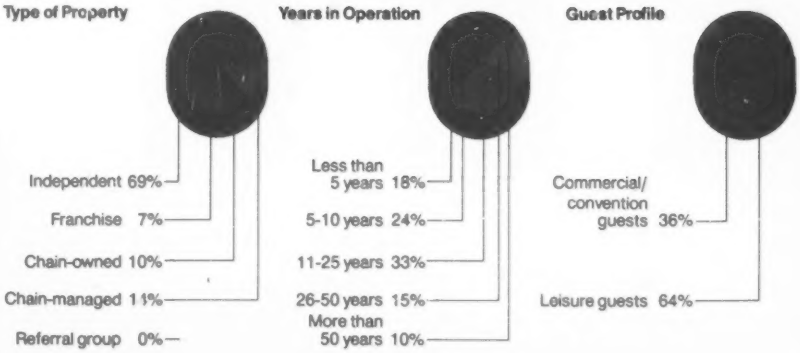


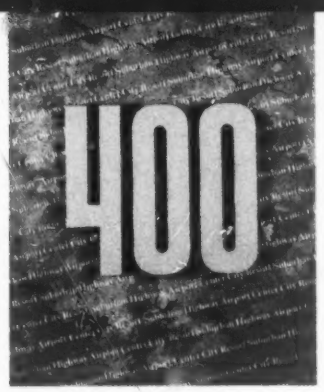
Services



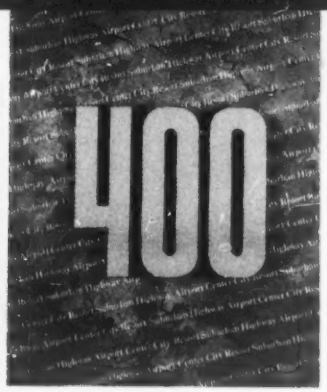
Composition of Sales

Profile





RANK	Total Sales/Room ($)	Resort	Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
1	154,966	**Turnberry Isle Yacht and Country Club,** N. Miami Beach, FL (1, −25.6%)	118	18,286	35	3,511	7,368	7,407	56	84	650
2	141,831	**Holiday Isle Resort and Marina,** Islamorada, FL (3, +12%)	71	10,070	61	2,220	6,872	978	84	19	220
3	139,344	**Hotel Hana-Maui,** Hana, HI	61	8,500	67	2,400	3,110	2,990	70	45	175
4	118,591	**Caneel Bay,** St. John, US Virgin Islands (2, −6.4%)	171	20,279	29	10,281	7,065	2,933	77	34	393
5	117,880	**Kona Village Resort,** Kailua-Kona, HI (4, +4.7%)	100	11,788	54	6,394	5,027	367	76	36	218
6	112,500	**Pier House,** Key West, FL (5, +8.9%)	120	13,500	46	5,600	6,900	1,000	87	9	320
7	109,649	**Halekulani Hotel,** Honolulu, HI	456	50,000	9	32,000	15,000	3,000	83	20	700
8	109,525	**The Boulders Resort,** Carefree, AZ (6, +19.2%)	120	13,143	48	5,130	3,986	4,027	75	39	355
9	102,632	**The Ilakai Hotel,** Honolulu, HI	798	81,900	1	18,000	61,000	2,900	83	21	550
10	99,555	**Trump Plaza Hotel and Casino,** Atlantic City, NJ	586	58,339	6	19,886	36,719	1,734	91	4	3,900
11	96,455	**Long Boat Key Club,** Longboat Key, FL (8, +10.7%)	229	21,606	27	8,945	3,846	8,815	69	59	409
12	91,300	**Resorts International Casino Hotel,** Atlantic City, NJ (9, +6.5%)	689	62,906	5	19,393	35,522	7,991	86	12	3,878
13	83,376	**Hotel Del Coronado,** Coronado, CA (12, +13.9%)	691	57,613	1	28,461	19,412	9,740	85	16	1,300
14	82,090	**Lawrence Welk Resort,** Escondido, CA	134	11,000	55	2,700	3,300	5,000	85	15	400
15	81,026	**Queen Mary Hotel,** Long Beach, CA	390	31,600	21	7,900	16,500	7,200	72	47	1,100
16	79,178	**Carambola Beach Resort and Golf Club,** St. Croix, US Virgin Islands	157	12,431	50	5,391	4,261	2,779	48	97	300
17	76,076	**Boca Raton Hotel & Club,** Boca Raton, FL (10, −2.3%)	988	75,163	2	33,870	27,321	13,972	61	78	1,700
18	74,583	**Harvey's Resort Hotel/Casino,** Stateline, NV	576	42,960	12	14,252	26,531	2,177	87	10	2,800
19	74,324	**Industry Hills and Sheraton Resort,** City of Industry, PA (14, +4.8%)	296	22,000	26	6,000	12,000	4,000	67	67	650
20	73,705	**Arizona Biltmore,** Phoenix, AZ (15, +5.5%)	502	37,000	17	19,000	15,000	3,000	67	62	880
21	73,387	**Trapp Family Lodge,** Stowe, VT (19,14.9%)	93	6,825	73	2,702	2,853	1,270	80	28	266
22	72,321	**Broadmoor Hotel,** Colorado Springs, CO (13, +1.3%)	560	40,500	14	16,000	15,000	9,500	60	79	1,700
23	71,875	**Vistana Resort,** Orlando, FL	128	9,200	63	5,750	600	2,850	86	13	275
24	71,429	**Marriott's Harbor Beach Resort,** Ft. Lauderdale, FL (21, +15%)	644	46,000	10	25,000	17,500	3,500	78	33	950
25	67,241	**Colony Beach Resort,** Longboat Key, FL	232	15,600	41	7,700	5,200	2,700	55	87	260
26	66,667	**West World Inc,** Nashville, TN	285	19,000	33	12,350	4,750	1,900	90	5	250
27	65,769	**Frenchman's Reef Beach, Resort,** St. Thomas, US Virgin Islands	520	34,200	19	22,000	11,000	1,200	77	37	500
28	65,041	**Kapalua Bay Hotel and Villas,** Lahaina, HI (17, +0.5%)	369	24,000	25	15,000	8,000	1,000	70	52	600
29	63,158	**Caribe Hilton International,** San Juan, Puerto Rico	665	42,000	13	25,000	17,000		79	32	1,000
30	63,081	**The American Club,** Kohler, WI (39, +25.6%)	160	10,093	58	4,415	4,772	906	69	58	335
31	63,033	**Sonesta Beach Hotel,** Key Biscayne, FL (29, +13.8%)	300	18,910	37	10,235	7,490	1,185	74	43	424
32	62,364	**South Seas Plantation,** Captiva Island, FL	550	34,300	18	19,300	8,400	6,600	73	46	650



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33	61,562	**Woodstock Inn and Resort,** Woodstock, VT (38. + 20.8%)	121	7,449	70	4,101	2,735	613	74	42	145
34	61,559	**Opryland Hotel,** Nashville, TN (25. + 16.9%)	1,067	65,683	4	32,758	26,927	5,998	92	3	1,800
35	60,974	**The Sagamore Resort Hotel,** Bolton Landing, NY (52. + 32.1%)	350	21,341	28	9,729	9,167	2,445	55	88	850
36	60,000	**Barbary Coast Hotel,** Las Vegas, NV (41. + 21.2%)	200	12,000	53	3,000	9,000		90	6	850
37	57,965	**Marriott's Casa Marina Resort,** Key West, FL	314	18,201	36	11,534	5,436	1,231	80	29	350
38	56,795	**Bonaventure Resort and Spa,** Ft. Lauderdale, FL (60. + 29%)	493	28,000	23	15,000	10,000	3,000	57	83	600
39	55,209	**INN at Mystic,** Mystic, CT	67	3,699	91	1,663	2,009	27	70	63	125
40	54,436	**Buena Vista Palace,** Lake Buena Vista, FL (36. + 4.3%)	840	45,726	11	28,504	15,885	1,337	83	22	965
41	54,016	**Hotel Hershey,** Hershey, PA (43. + 10.2%)	249	13,450	47	6,600	6,100	750	70	51	400
42	53,790	**Sands Hotel Casino & Country Club,** Atlantic City, NJ (26. – 5.9%)	500	26,895	24	9,760	14,235	2,900	80	30	1,500
43	53,279	**Raffles Inn,** Anaheim, CA	122	6,500	76	6,500			75	40	40
44	53,224	**The Otani Kaimana Beach Hotel,** Honolulu, HI	125	6,653	74	3,360	2,919	374	87	11	165
45	53,000	**Jared Coffin House,** Nantucket, MA	58	3,074	94	1,260	1,795	19	63	75	120
46	52,483	**Condado Plaza Hotel & Casino,** San Juan, Puerto Rico	584	30,650	22	19,600	8,900	2,150	84	17	600
47	52,214	**Doral Country Club,** Miami, FL	655	34,200	20	16,000	9,500	8,700	62	76	1,689
48	51,018	**Kona Kai Beach & Tennis Resort,** San Diego, CA (55. + 12.2%)	171	8,724	66	4,234	2,745	1,745	85	14	212
49	50,118	**San Luis Bay Inn,** Avila Beach, CA (33. – 5.1%)	76	3,809	89	2,007	1,732	70	82	23	114
50	49,505	**Sheraton Scottsdale Resort,** Scottsdale, AZ	404	20,000	31	12,000	8,000		70	53	512
51	48,277	**Samoset Resort Inn,** Rockland, ME (64. + 12.4%)	148	7,145	71	3,099	2,823	1,223	71	50	250
52	47,767	**Westcourt in the Buttes,** Tempe, AZ	300	14,330	44	6,000	7,720	610	77	35	484
53	47,619	**Sheraton Makaha Resort & Country Club,** Waianae, HI	189	9,000	64	2,800	2,700	3,500	70	54	275
54	46,518	**Villa Roma Country Club,** Callicoon, NY (58. + 4.3%)	218	10,141	60	8,861	700	580	95	2	350
55	45,409	**Napili Kai Beach Club,** Lahaina, HI (56. – 0.1%)	132	5,994	80	4,269	1,434	291	82	24	137
56	45,118	**Hotel Intercontinental Hilton Head,** Hilton Head Island, SC (97. + 30.4%)	416	18,769	34	9,032	8,787	950	56	86	434
57	44,913	**San Diego Princess Resort,** San Diego, CA (65. + 6.1%)	449	20,166	30	13,261	6,124	781	80	26	426
58	44,871	**Arizona Inn,** Tucson, AZ (71. + 10.4%)	85	3,814	88	1,717	1,754	343	65	69	175
59	44,444	**The Sonnenalp Hotel,** Vail, CO	180	8,000	68	5,000	3,000		70	55	150
60	43,668	**Pickett Suite Resort, Walt Disney World Village,** Lake Buena Vista, FL	229	10,000	62	7,500	2,200	300	80	31	160
61	42,857	**St. Mary Lodge and Resort,** St. Mary, MT	70	3,000	95	300	750	1,950	65	71	180
62	42,857	**Ashworth by the Sea Hotel,** Hampton Beach, NH	105	4,500	85	2,500	2,000		65	70	200
63	42,798	**Hale Koa Hotel,** Honolulu, HI	420	17,975	38	8,028	8,874	1,073	100	1	548
64	42,770	**Sanibel Island Hilton,** Sanibel, FL	100	4,277	87	3,170	977	130	80	27	85
65	42,099	**Hawaiian Regent Hotel,** Honolulu, HI	1,346	56,665	8	39,106	12,718	4,841	89	7	820
66	41,567	**Doral Hotel on the Ocean,** Miami Beach, FL	420	17,458	39	9,972	6,162	1,324	72	48	475

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67	41,176	**Lighthouse Inn,** New London, CT	51	2,100	98	500	1,600		55	89	48
68	40,952	**Topnotch at Stowe,** Stowe, VT (62, −5.5%)	105	4,300	86	2,100	1,800	400	60	80	110
69	40,777	**Fess Parkers Red Lion Resort,** Santa Barbara, CA	359	14,639	42	7,458	6,100	1,081	65	72	500
70	40,530	**Red Lions La Posada Resort,** Scottsdale, AZ	264	10,700	59	5,300	3,900	1,500	67	65	275
71	40,213	**The Lodge,** Cloudcroft, NM	47	1,890	100	606	942	342	56	85	100
72	40,000	**Pocono World Hotels,** Mt. Pocono, PA	1,000	40,000	15	20,000	18,000	2,000	67	64	1,200
73	39,633	**Palm Springs Marquis Hotel,** Palm Springs, CA	265	10,500	57	7,000	3,000	500	70	56	300
74	39,600	**Innisbrook Resort and Golf Club,** Tarpon Springs, FL (75, +0.5%)	1,000	39,600	16	13,800	10,200	15,600	50	94	1,000
75	39,157	**The Cliffs at Shell Beach,** Shell Beach, CA	166	6,500	77	3,500	3,000		53	91	185
76	39,081	**INN at the Peak,** Clymer, NY (68, −5.1%)	62	2,423	96	892	1,373	158	68	60	400
77	38,888	**Sunriver Lodge and Resort,** Sunriver, OR	360	14,000	45	5,000	5,000	4,000	60	81	550
78	38,806	**Seabrook Island Resort,** Charleston, SC	335	13,000	49	4,400	3,100	5,500	25	100	345
79	38,784	**Hotel Ramada of Nevada,** Las Vegas, NV	1,908	74,000	3	35,000	33,000	6,000	84	18	2,500
80	38,627	**Juniper Beach Hilton,** Juniper, FL	193	7,455	69	4,518	2,616	321	76	38	200
81	38,272	**Mariner's inn, A Clarion Resort,** Hilton Head Island, SC (92, +7.1%)	324	12,400	51	7,400	4,300	700	64	74	400
82	38,062	**Desert Princess Hotel,** Palm Springs, CA	289	11,000	56	6,800	4,000	200	62	77	200
83	37,709	**Sheraton Tucson, El Conquistador,** Tucson, AZ (80, −2.3%)	440	16,592	40	9,233	6,584	775	68	61	550
84	37,594	**Snowbird Ski and Summer Resort,** Snowbird, UT	532	20,000	32	10,000	7,000	3,000	52	93	630
85	37,444	**Shore Cliff Lodge & Inn,** Pismo Beach, CA (94, +5.9%)	99	3,707	90	1,966	1,741		70	57	85
86	37,429	**Treadway Newport Resort & Marina,** Newport, RI (85, −0.4%)	133	4,978	83	3,442	1,413	123	65	73	200
87	37,404	**Best Western Surf Sand Resort,** Cannon Beach, OR (96, +8.1%)	52	1,945	99	1,095	850		73	44	50
88	37,313	**Palm Beach Hilton,** Palm Beach, FL	134	5,000	82	4,200	800		75	41	100
89	37,293	**Stone Mountain Inn,** Stone Mountain, GA	92	3,431	92	1,395	2,008	28	50	95	110
90	36,769	**Crystal Mountain Resort,** Thompsonville, MI (87, −0.6%)	130	4,780	84	1,385	1,280	2,115	53	92	220
91	36,215	**The Drake Oakbrook Hotel,** Chicago, IL	172	6,229	79	2,638	3,434	157	60	82	180
92	36,126	**Skytop Lodge,** Skytop, PA (100, +6.4%)	182	6,575	75	3,610	1,782	1,183	48	98	280
93	35,900	**Travelodge at the Wharf,** San Francisco, CA	250	8,975	65	6,989	1,986		81	25	169
94	35,000	**Sheraton Key Largo Resort,** Key Largo, FL (99, +2.9%)	200	7,000	72	4,000	3,000		50	96	190
95	34,844	**Willow Valley Family Resort & Conference Center,** Lancaster, PA	353	12,300	52	5,400	6,900		67	66	500
96	34,823	**Roche Harbor Resort,** Roche Harbor, WA	62	2,159	97	450	1,000	709	36	99	200
97	34,198	**Jack Tar Village, West End Grand Bahamas,** Riveria Beach, FL	424	14,500	43	4,500	7,000	3,000	72	49	440
98	34,153	**Lago Mar Hotel,** Ft. Lauderdale, FL	189	6,455	78	3,504	1,293	1,658	55	90	165
99	34,065	**Chatham Bars Inn, Inc.,** Chatham, MA	155	5,280	81	2,800	2,000	480	88	8	150
100	34,000	**Mirror Lake Inn,** Lake Placid, NY	100	3,400	93	1,750	1,650		66	68	110

Suburban

The Grand Bay Hotel, Continental Co.'s five-star flagship in Coconut Grove, Fla., moved up from second to first place among suburban hotels last year. Per-room sales zoomed 35 percent from $67,320 to $91,160. Occupancy helped turn the trick. The Grand Bay enjoyed a five-point increase, from 70 percent to 75 percent.

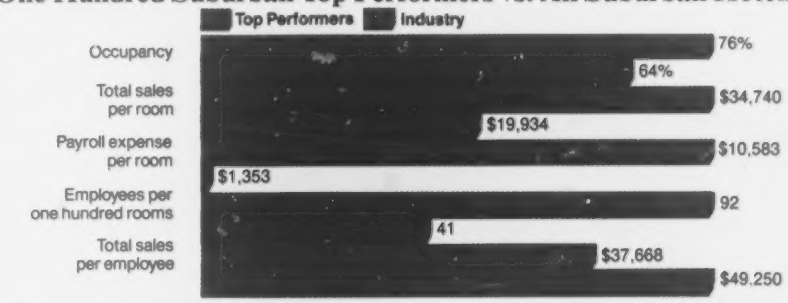
As a group, *Lodging Hospitality's* group of suburban top performers widened the gap between themselves and the main body of their industry segment. According to Lavanthol and Horwath, suburban properties across the country dropped one point in occupancy between 1986 and 1987, from 65 percent to 64 percent. The group lost per-room revenue as well; L&H reports suburban hotels slipped from $20,557 in 1986 to $19,934 in 1987.

The top performers bucked the trend nicely. They jumped six points in occupancy (from 70 to 76 percent). As a result, total sales per room zoomed from $28,640 in 1986 to $34,740 in 1987. That's an increase of 21.29 percent, and it's even more impressive against the backdrop of a general decline for the category.

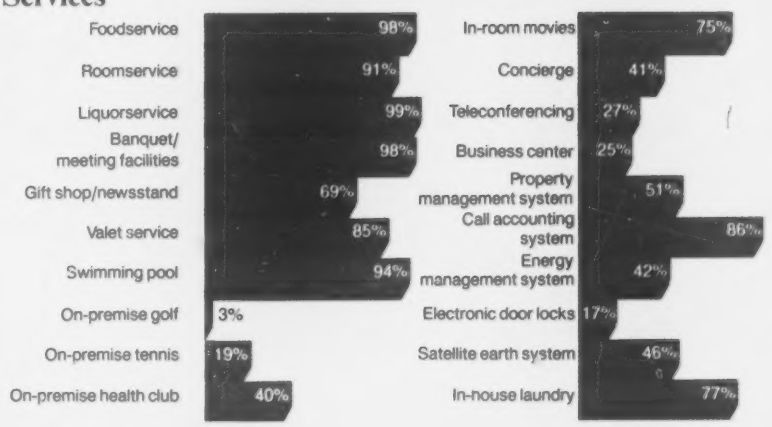
The top performing suburban hotels are overwhelmingly chain or referral-group affiliates: 70 percent belong to national organizations. As a group, they live or die with the commercial travelers: average is 75 percent commercial and 25 percent leisure.

Of the 100 top performers on this year's list, 34 are repeats from last year. The Embassy Suites Biltmore, an Art Deco extravaganza in Phoenix, won honors for highest occupancy in 1987, reporting an annual average of 85 percent. Clusters of properties on Long Island, New York and in suburban Philadelphia reflect the heating up of these two fast-growing markets.

One Hundred Suburban Top Performers vs. All Suburban Hotels

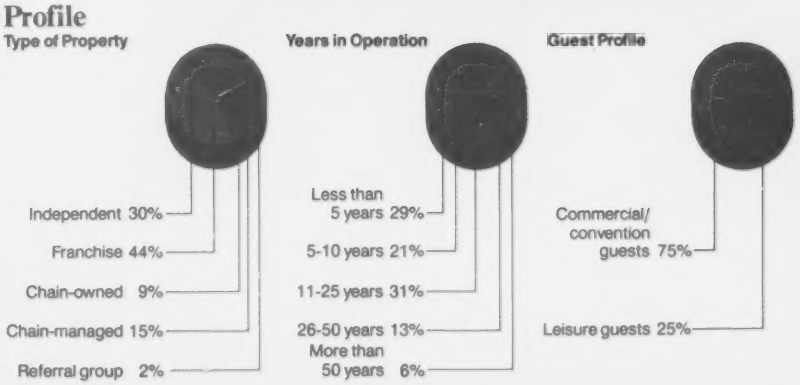


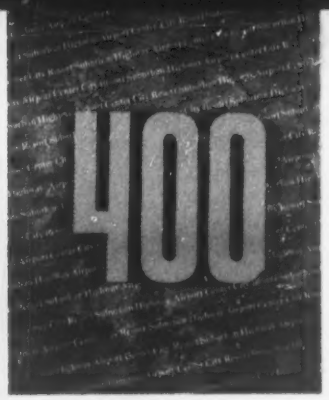
Services



Composition of Sales

Profile





Suburban

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1	91,160	**Grand Bay Hotel,** Miami, FL (2. +35%)	181	16,500	13	8,000	7,700	800	75	28	400
2	89,666	**Sheraton Valley-Forge,** King of Prussia, PA (1. +0.9%)	329	29,500	2	8,266	14,447	6,787	75	26	600
3	86,861	**Arrowwood, A Doral Property,** Rye Brook, NY	274	23,800	4	10,600	9,000	4,200	81	12	430
4	60,966	**Oyster Point Hotel, Marina & Conference Center,** Redbrook, NJ	58	3,536	77	1,122	2,228	186	64	78	105
5	59,384	**Sheraton Smithtown,** Smithtown, NY (4. +4%)	211	12,530	19	6,900	5,400	230	83	7	274
6	53,256	**Boston Marriott Hotel Newton,** Newton, MA (6. −4.5%)	430	22,900	5	12,000	10,000	900	79	15	425
7	50,656	**Island Inn,** Westbury, NY (9. +3.3%)	204	10,334	26	4,933	4,783	618	75	27	225
8	50,355	**The Summit Hotel,** Summit, NJ (11. +9.2%)	141	7,100	43	3,500	3,400	200	75	35	190
9	50,275	**Loews Glenpointe Hotel,** Teaneck, NJ (8. +0.1%)	345	17,345	12	8,725	8,146	474	68	63	350
10	47,619	**Harrison Conference,** Center of Lake Bluff, Lake Bluff, IL	84	4,000	74	2,200	1,400	400	60	85	85
11	47,393	**Alameda Plaza Hotel,** Kansas City, MO (10. −1.6%)	392	18,578	10	9,102	8,691	785	67	70	500
12	46,875	**Boca Raton Marriott,** Boca Raton, FL	256	12,000	21	7,000	4,000	1,000	75	29	225
13	45,639	**East Norwich Inn,** East Norwich, NY (14. +9.5%)	72	3,286	83	1,942	1,175	169	74	37	70
14	45,550	**Woodcliff Lake Hilton,** Woodcliff Lake, NJ (7. −12.5%)	342	15,578	16	6,489	7,134	1,955	60	93	382
15	44,248	**Red Lion Inn Bakersfield,** Bakersfield, CA	226	10,000	28	6,000	3,500	500	79	16	200
16	42,944	**Embassy Suites-Biltmore,** Phoenix, AZ (18. +5.6%)	233	10,006	27	6,795	2,722	489	85	1	90
17	42,718	**Adam's Mark Hotel,** Philadelphia, PA	515	22,000	6	11,000	10,000	1,000	70	53	500
18	42,529	**Holiday Inn-Matteson,** Matteson, IL	204	8,676	32	3,983	4,386	307	84	5	285
19	42,373	**Novi Hilton,** Novi, MI	236	10,000	29	5,000	5,000		66	74	230
20	42,254	**Red Lion Bellevue,** Bellevue, WA	355	15,000	17	8,000	7,000		76	21	320
21	41,842	**Hershey Lodge and Convention Center,** Hershey, PA	455	19,038	7	9,519	7,817	1,702	74	38	400
22	41,270	**Peachtree Executive Conference Center,** Peachtree City, GA	252	10,400	25	4,700	4,000	1,700	60	86	310
23	41,052	**Hilton Inn of Oaklawn,** Oaklawn, IL (37. +24.8%)	173	7,102	42	3,569	3,357	176	81	11	780
24	40,647	**Boulder Brokers Inn,** Boulder, CO (16. −0.9%)	116	4,715	64	1,850	2,800	65	80	13	180
25	40,500	**Woodbridge Hilton Hotel,** Iselin, NJ (12. −10.9%)	200	8,100	37	4,000	4,100		68	60	221
26	40,151	**Airtel Plaza Hotel,** Van Nuys, CA (20. +0.4%)	199	7,990	38	3,950	3,700	340	71	50	200
27	30,700	**Sheraton Universal Hotel,** Universal City, CA	470	18,659	9	11,130	7,529		82	9	425
28	38,078	**Freeport Inn,** Freeport, ME	90	3,427	78	1,048	2,350	29	57	95	150
29	37,668	**Peabody Orlando,** Orlando, FL	891	33,562	1	17,868	13,640	2,054	70	57	950
30	37,600	**Radisson Mark Plaza Hotel,** Alexandria, VA (33. +12.5%)	500	18,800	8	9,900	7,800	1,100	73	40	432
31	37,184	**The Inn at Nichols Village,** Clarks Summit, PA (27. +5%)	114	4,239	72	1,753	2,486		72	43	185
32	37,000	**Jumer's Castle Lodge,** Peoria, IL (29. +7%)	170	6,290	48	2,477	3,544	269	75	30	235
33	36,487	**Harrisburg Marriott,** Harrisburg, PA	349	12,734	18	6,637	5,399	698	79	17	335

Suburban

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
34	35,609	**The Dearborn Inn,** Dearborn, MI (15, −13.8%)	179	6,374	47	2,630	2,789	955	72	42	250
35	34,008	**Emerald of Anaheim,** Anaheim, CA	510	17,385	11	10,352	5,296	1,737	73	41	415
36	33,955	**Cincinnati Marriott,** Cincinnati, OH	352	11,952	22	6,544	4,871	537	72	44	311
37	33,783	**Best Western Gennetti Motor Lodge,** Hazelton, PA (50, +17.9%)	92	3,108	85	935	1,549	624	69	58	162
38	33,385	**Pittsburgh Greentree Marriott,** Pittsburgh, PA	467	15,591	15	8,943	5,270	928	71	51	307
39	33,333	**Kingsley Inn,** Bloomfield Hills, MI	210	7,000	44	2,500	4,500		60	87	195
40	32,442	**Sheraton Sunrise Hotel and Towers,** Rancho Cordova, CA	265	8,597	33	4,435	4,162		60	84	187
41	32,020	**Yankee Drummer Motor Inn,** Auburn, MA	102	3,266	84	1,426	1,300	540	72	45	100
42	31,606	**Holiday Inn,** Torrence, CA (34, −5.2%)	336	12,200	20	7,500	4,700		76	22	250
43	31,600	**Raleigh Marriott Hotel,** Raleigh, NC	375	11,850	23	7,540	3,764	546	79	18	300
44	31,298	**Hilton Pavilion,** Mesa, AZ	262	8,200	36	4,500	3,500	200	68	69	230
45	30,931	**Jumer's Castle Lodge,** Urbana, IL (60, +12.5%)	131	4,052	73	1,888	2,060	104	78	19	130
46	30,552	**Bel-Aire Hotel,** Erie, PA (45, +3.9%)	145	4,430	67	2,050	2,195	185	71	48	170
47	30,536	**The Orrington Hotel,** Evanston, IL (42, +0.8%)	280	8,550	34	4,600	3,400	550	75	36	244
48	30,325	**Embassy Suites Hotel,** Brookfield, WI	203	6,156	51	4,296	1,605	255	75	31	160
49	30,067	**Holiday Inn-Haywood,** Greenville, SC	209	6,284	49	3,222	2,837	225	76	25	149
50	29,845	**Mikado Best Western Hotel,** North Hollywood, CA (55, +6.39%)	58	1,731	97	884	776	71	76	23	50
51	29,771	**Scottsdale Embassy Suites Hotel,** Scottsdale, AZ	310	9,229	31	7,205	1,414	612	80	14	175
52	29,730	**Best Western Plaza Motor Inn,** Burlington, VA	111	3,300	81	1,300	2,000		75	32	135
53	29,474	**Days Inn Newton,** Newton, MA	190	5,600	55	3,800	1,700	100	76	20	125
54	29,412	**Western Chester Inn,** West Chester, PA	102	3,000	87	2,000	1,000		71	52	95
55	29,240	**The Baltimore Hilton Inn,** Baltimore, MD (13, −30.9%)	171	5,000	61	2,000	2,500	500	50	98	135
56	28,909	**Sheraton at Redondo Beach,** Redondo Beach, CA	339	9,600	30	6,100	3,500	200	75	33	260
57	28,813	**Ramada Inn,** Monterey, CA (58, +4.2%)	80	2,305	93	1,582	672	51	83	8	50
58	28,669	**Radisson Hotel Valley Forge,** King of Prussia, PA	160	4,587	66	3,484	961	142	61	83	100
59	28,571	**The Nittany Lion Inn,** State College, PA	140	4,000	75	2,000	2,000		70	54	140
60	28,409	**Best Western Greenwood Inn,** Bellevue, WA (80, +18%)	176	5,000	62	2,500	2,300	200	68	64	135
61	28,348	**Radisson Hotel South & Plaza Tower,** Minneapolis, MN	575	16,300	14	8,300	7,100	900	59	94	391
62	27,887	**Best Western Shelter Marina Inn,** San Diego, CA (44, −5.8%)	97	2,705	89	1,958	705	42	82	10	94
63	27,778	**Walber's on the Delaware,** Essington, PA	108	3,000	88	1,000	2,000		85	2	130
64	27,754	**Holiday Inn,** Fort Washington, PA	224	6,217	50	3,893	2,130	194	75	34	150
65	27,742	**French Quarter Suites,** Atlanta, GA	155	4,300	69	2,900	1,300	100	65	77	103
66	27,410	**Best Western Golden Lion,** Anchorage, AK (35, −17.4%)	83	2,275	94	1,401	804	70	69	61	55
67	27,225	**Ramada Hotel,** Clark, NJ	191	5,200	59	3,200	2,000		70	55	135

Suburban

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
68	26,800	**Sheraton Hotel & Convention Center,** Columbia, SC (56, −4%)	240	6,432	46	3,254	2,980	198	66	73	180
69	26,567	**Radisson Annapolis Hotel,** Annapolis, MD	217	5,765	54	4,050	1,215	500	60	88	175
70	26,412	**Holiday Inn Holidome & Conference Center,** Ann Arbor, MI	227	6,000	52	3,000	2,800	200	60	89	206
71	26,251	**Harvey Hotel-Plano,** Plano, TX (97, +22%)	279	7,324	41	3,945	3,036	343	67	71	212
72	25,703	**Holiday Inn of Augusta,** Augusta, ME	128	3,290	82	1,460	1,384	446	69	59	87
73	25,455	**Kimballs by the Sea,** Cohasset, MA	55	1,400	99	850	475	75	55	96	27
74	25,060	**Pickwick Motor Inn,** Plainview, NY	84	2,105	95	1,955	150		84	6	38
75	25,000	**Doubletree Hotel Tucson,** Tucson, AZ	296	7,400	40	3,800	3,400	200	62	82	250
76	24,770	**Sheraton Executive Towers,** Fort Washington, PA (66, −4.5%)	135	3,344	80	2,190	1,041	113	68	62	90
77	24,565	**Holiday House Hotel & Entertainment Center,** Monroeville, PA	138	3,390	79	790	2,100	500	45	100	210
78	24,422	**Harvey Hotel Addison,** Dallas, TX	429	10,477	24	5,625	4,337	515	63	81	305
79	24,241	**Best Western Braddock Motor Inn,** LaVale, MD (93, +8.9%)	108	2,618	90	1,503	1,115		85	3	76
80	24,000	**Sheraton North,** Winston-Salem, NC	150	3,600	76	1,600	2,000		52	97	86
81	23,925	**Best Western Fabulous Westward Ho Motel,** Grand Forks, ND	107	2,560	91	730	1,830		68	65	125
82	23,817	**Sheraton Centre Park,** Arlington, TX	317	7,550	39	4,847	2,703		66	75	185
83	23,505	**Quality Merry Acres,** Albany, GA	101	2,374	92	1,205	1,169		72	46	88
84	23,482	**Doubletree Hotel,** Overland Park, KS	352	8,383	35	4,951	3,080	352	67	72	226
85	23,451	**Ramada Inn South,** West Carrollton, OH (84, 0%)	226	5,300	58	2,900	1,400	1,000	64	79	100
86	22,642	**Sovereign Hotels,** Wakefield, MA	1060	24,000	2	14,000	9,000	1,000	74	39	850
87	22,307	**Sunnyvale Woodfin Suites,** Sunnyvale, CA	88	1,963	96	1,963			72	47	35
88	22,222	**Holiday Inn Hotel & Conference Center,** Riverside, CA	207	4,600	65	2,730	1,700	170	65	76	115
89	21,959	**Manhattan Holiday Inn & Holidome,** Manhattan, KS	197	4,326	68	2,457	1,726	143	71	49	165
90	21,920	**Deluxe Motel Inc.,** Mentor, OH	50	1,096	100	317	779		50	99	65
91	21,685	**Holiday Inn Brandywine,** Peoria, IL	197	4,272	71	2,628	1,254	190	76	24	119
92	21,538	**Altamonte Springs Hilton,** Altamonte Springs, FL	325	7,000	45	2,700	4,300		60	90	220
93	21,481	**Clarion Harvest House,** Boulder, CO	270	5,800	53	3,400	1,700	700	64	80	200
94	21,423	**Holiday Inn & Holidome,** Phoenix, AZ	248	5,313	57	3,530	1,764	19	68	66	140
95	21,379	**Ramada Inn,** Elkhart IN	145	3,100	88	1,700	1,400		70	56	95
96	21,287	**Holiday Inn Amherst,** Tonawanda, NY	202	4,300	70	2,684	1,474	142	68	67	105
97	21,186	**Sheraton Inn-Madison,** Madison, NJ	236	5,000	63	2,500	2,500		60	91	130
98	21,073	**Holiday Inn NW,** Ft. Wayne, IN	261	5,500	56	3,500	1,500	500	68	68	135
99	21,053	**Holiday Inn,** Mechanicsburg, PA	247	5,200	60	2,940	2,100	160	85	4	180
100	20,811	**Oberlin College Inn,** Oberlin, OH	74	1,540	98	626	867	47	60	92	70

Highway

These young, up-and-coming highway hotels, with 44 percent of them less than 10 years old, have been holding their own despite the hardships facing this segment.

And, while our 66 highway top performers continue to climb the industry ladder with increases over last year in occupancy, total sales per room, payroll expenses per room and total sales per employee, the highway industry as a whole did not fare so well.

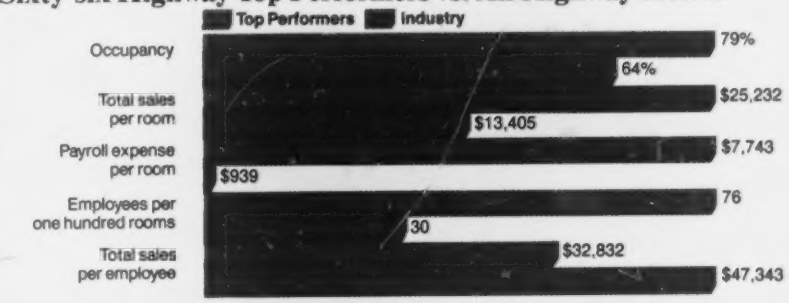
After occupancy slipped from 65 percent in 1985 to 62 percent in 1986, it made a slight rebound in 1987 at 64 percent. Our top 66 performers, however, have certainly outperformed the industry with an impressive 79 percent occupancy. As if that's not enough, our highway top performers even topped last year's top performers, up from 70 percent.

In 1985, total sales per room for the top 66 was $22,159. That figure increased to $24,162 during 1986 and hasn't stopped yet, with total sales at $25,232 for 1987. For the industry overall, however, total sales per room decreased from $14,262 in 1986 to $13,405 in 1987.

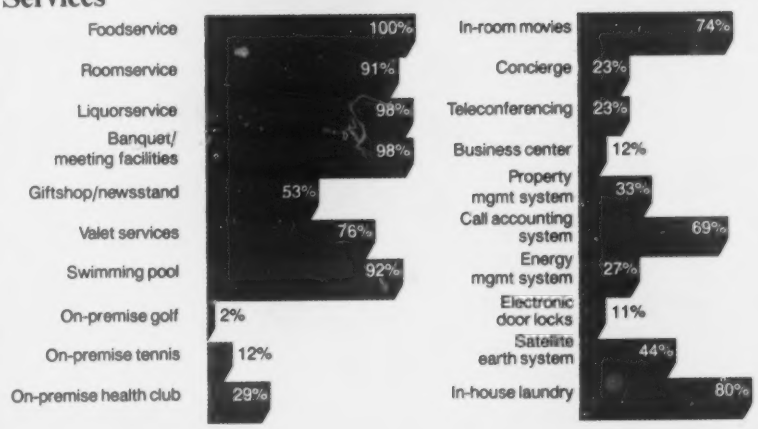
Like the other categories in this study, the highways' payroll expenses per room registered interesting totals. For 1986, our top performers registered $6,912 for payroll expenses per room. That amount increased among the top players throughout '87 as well, up to $7,743 per room.

Throughout the profile of highway properties, a whopping 61 percent are franchised and almost all are part of a reservations system. Overall, with such discouraging figures for these properties throughout the industry, we salute our top performers who apparently worked extra hard to gain increases in almost every area.

Sixty-six Highway Top Performers vs. All Highway Hotels

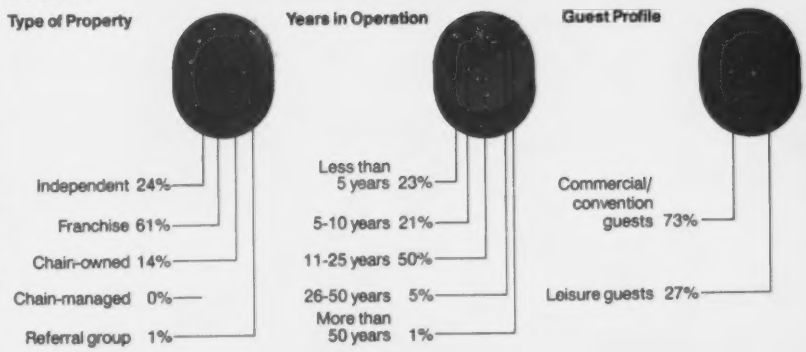


Services



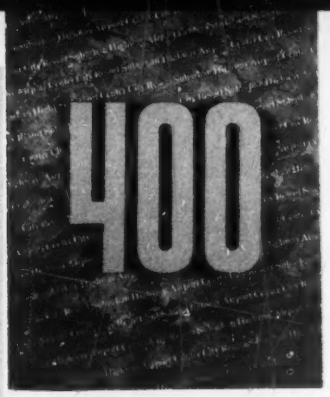
Composition of Sales

Profile



Highway

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
1	49,838	**Sheraton Fairfield Hotel,** Fairfield, NJ	154	7,675	7	3,250	4,000	425	73	27	150
2	48,962	**The Hanover Inn,** Hanover, NH (1, +14.8%)	104	5,092	21	2,299	2,646	147	70	38	218
3	47,726	**Trumbull Marriott Hotel,** Trumbull, CT	321	15,320	2	8,094	6,525	701	76	15	400
4	45,406	**Weber's Inn,** Ann Arbor, MI	160	7,265	9	2,648	4,617		70	38	232
5	45,267	**Holiday Inn Hauppauge,** Hauppauge, NY	120	5,432	19	3,232	2,200		82	4	105
6	43,908	**Holiday Inn of Ponce,** Ponce, Puerto Rico	120	5,269	20	2,898	2,045	326	75	18	95
7	40,700	**Flying J Motel,** Fargo, ND	40	1,628	62	189	1,439		64	53	41
8	40,127	**Quality Inn Sports Complex,** Lyndhurst, NJ	152	4,093	33	2,845	1,012	236	74	23	89
9	39,107	**Charlotte Marriott Executive Park,** Charlotte, NC	300	11,732	3	6,380	4,837	515	77	13	310
10	39,005	**Sheraton Meadowlands Hotel,** East Rutherford, NJ	428	16,694	1	8,709	7,316	669	63	54	400
11	34,452	**Annapolis Ramada Hotel,** Annapolis, MD	197	6,787	12	3,662	2,965	160	79	9	170
12	34,028	**Howard Johnson's,** N. Plainfield, NJ	72	2,450	55	900	1,500	50	75	19	100
13	33,429	**Los Robles Lodge,** Santa Rosa, CA (7, +1.1%)	105	3,510	39	1,302	2,157	51	74	24	109
14	33,161	**Wilmington Hilton,** Claymont, DE (3, −1.4%)	193	6,400	13	3,570	2,600	230	71	32	175
15	32,846	**Best Western Chieftain,** Chambers, AZ (10, +3.3%)	52	1,708	60	574	409	725	72	29	40
16	32,129	**Hyatt Edgewater,** Long Beach, CA	249	8,000	6	5,600	2,400		72	30	200
17	31,890	**Rodeway Inn,** Chillicothe, OH	100	3,189	46	3,000	189		51	66	35
18	30,781	**The Highlander Inn,** Iowa City, IA (14, +6.8%)	96	2,955	50	945	2,000	10	65	51	120
19	30,675	**Valley Plaza Inn,** Midland, MI	163	5,000	22	2,000	2,000	1,000	70	39	225
20	30,464	**Holiday Inn,** Benton Harbor, MI (57, +43.7%)	151	4,600	27	2,500	2,100		80	8	125
21	30,030	**Sheraton Imperial Hotel & Towers,** Research Triangle Pk, NC	333	10,000	4	5,700	4,000	300	62	57	294
22	29,921	**Conestoga Hotel,** Anaheim, CA (18, +7%)	254	7,600	8	3,500	4,100		78	11	260
23	29,730	**Ramada Inn,** York, PA	148	4,400	30	2,700	1,600	100	62	56	85
24	29,513	**Sheraton Inn-Shenango,** W. Middlesex, PA (28, +15.7%)	154	4,545	29	2,366	2,179		74	22	144
25	29,300	**Sheraton NW Hotel & Convention Center,** Columbia, SC	240	7,032	10	3,243	3,341	448	67	48	170
26	28,905	**Howard Johnson Plaza Hotel,** Lafayette, IN (22, +7.1%)	126	3,642	37	1,708	1,934		70	37	153
27	28,646	**Holiday Inn Bethlehem,** Bethlehem, PA	192	5,500	17	3,000	2,500		70	40	155
28	28,520	**Embassy Suites,** San Luis Obispo, CA	196	5,590	15	3,700	1,800	90	70	41	150
29	28,393	**Best Western Executive Inn,** Tacoma, WA (16, +0.6%)	140	3,975	35	1,530	2,345	100	66	49	128
30	27,822	**Sheraton Harrisburg West,** New Cumberland, PA (37, +18.9%)	19	5,481	18	2,987	2,319	175	70	45	210
31	27,133	**Sheraton Martinsburg Inn,** Martinsburg, W.V.	120	3,256	45	1,495	1,469	292	78	12	105
32	27,027	**Holiday Inn,** Laguna Hills, CA	148	4,000	34	2,500	1,500		69	48	110
33	27,000	**Gateway Plaza Holiday Inn,** La Mirada, CA	300	8,100	5	4,700	3,400		79	10	250



Highway

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
34	26,875	**Ramada Inn of Newport News,** Newport News, VA (13, −8.6%)	160	4,300	31	1,940	2,360		72	31	150
35	26,748	**Econo Lodge,** S. Burlington, VT	177	4,734	26	2,288	2,446		81	6	145
36	26,429	**Alvarado Inn Motel,** Novato, CA	70	1,850	59	750	1,100		75	20	75
37	26,362	**Juner's Castle Lodge,** Bettendorf, IA (33, +9.1%)	210	5,536	16	2,888	2,399	249	74	25	215
38	26,214	**Bel-Air Inn,** Flemington, NJ	103	2,700	52	1,400	1,200	100	75	21	90
39	26,119	**Sheraton Pocono Inn,** Stroudsburg, PA	134	3,500	40	2,000	1,500		71	33	110
40	25,565	**Best Western Robert E. Lee,** N. Fort Myers, FL (40, +17.6%)	108	2,761	51	1,575	1,070	116	86	1	60
41	25,109	**Sheraton Harrisonburg Inn,** Harrisonburg, VA (25, −3.8%)	138	3,465	43	1,759	1,611	95	65	50	141
42	24,961	**Holiday Inn Princeton,** Princeton, NJ (43, +10.7%)	102	2,546	54	1,858	565	123	82	3	65
43	24,752	**Rockford Inn,** Rockford, IL	202	5,000	23	2,000	3,000		70	42	175
44	24,470	**Ramada Inn,** Grand Folks, ND (45, +10%)	100	2,447	56	1,435	938	74	81	7	98
45	24,138	**Holiday Inn Eveleth,** Eveleth, MN	145	3,500	41	1,500	1,000	1,000	55	64	80
46	24,125	**Best Western Americana Inn,** St Cloud, MN	64	1,544	63	581	963		63	55	80
47	24,115	**Sheraton Fashion Square,** Saginaw, MI	156	3,762	36	2,119	1,501	142	81	5	110
48	23,758	**Holiday-Gateway Center,** Ames, IA	149	3,540	38	2,100	1,440		77	14	160
49	23,670	**Holiday Inn,** Zanesville, OH	100	2,367	57	1,172	974	221	71	35	85
50	23,360	**Flying J Motel,** Ogden, UT	100	2,336	58	829	1,507		73	28	56
51	23,333	**Holiday Inn-Andrews AFB,** Camp Springs, MD	150	3,500	42	2,500	1,000		83	2	39
52	23,316	**Holiday Inn-Wickliffe,** Cleveland, OH	196	4,570	28	2,931	1,409	230	76	17	121
53	23,204	**Sheraton Inn York,** York, PA (47, +5%)	181	4,200	32	2,000	2,000	200	60	59	135
54	23,085	**Northland Lodge,** Crookston, MN	59	1,362	64	427	819	116	57	63	95
55	23,000	**Best Western EL Rancho,** Beaumont, CA	52	1,196	66	420	516	260	64	52	36
56	22,931	**Keller's Ramada Inn,** Effingham, IL (36, −2.2%)	145	3,325	44	1,528	1,797		70	43	150
57	22,901	**Sheraton Tara Hotel,** Newton, MA (49, +4.9%)	262	6,000	14	4,500	1,500		68	47	140
58	22,132	**Best Western Inn of Cobbleskill,** Cobbleskill, NY	76	1,682	61	827	695	160	62	58	90
59	22,082	**Hilton at Hyde Park,** Chicago, IL	317	7,000	11	5,000	2,000		60	60	150
60	21,818	**Midland Holiday Inn,** Midland, MI	220	4,800	25	2,900	1,700	200	76	16	200
61	21,667	**The Holly Inn,** South Haven, MI	60	1,300	65	700	600		71	34	70
62	21,429	**Shasta Inn,** Redding, CA	140	3,000	48	1,600	1,400		60	61	100
63	21,429	**Holiday Inn,** New Ulm, MN	126	2,700	53	1,200	1,400	100	60	62	100
64	21,421	**Holiday Inn,** White River Junction, VT	140	2,999	49	1,967	1,032		70	44	80
65	21,368	**Red Lion Inn,** Springfield, OR	234	5,000	24	2,800	2,040	160	74	26	145
66	21,196	**Juner's Continental Inn,** Galesburg, IL	148	3,137	47	1,260	1,760	117	54	65	120

Airport

Again this year, the top performers in *Lodging Hospitality's* airport hotel category reported the highest average occupancy of any group: 81 percent. That puts them 14 points ahead of the median occupancy for airport hotels reported by Laventhol and Horwath.

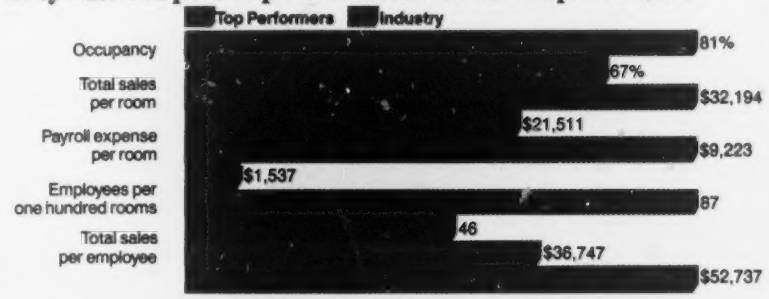
With that higher occupancy came a 49 percent difference in sales per room: $32,194 for the top performers against $21,511 for all airport hotels on average.

This year the Sheraton Inn Airport in Newark, NJ again led the top performers in sales per room. In the ten years *Lodging Hospitality* has been presenting the 400 top performers, this property has never been far from the top of the list. The hotel enjoyed 80 percent occupancy last year. In addition to its outstandingly successful rooms operation, it earned $5.5 million in food and beverage sales. That's about 43 percent of total revenues, and it gave the hotel the fifth largest food and beverage volume among all airport hotels participating in the survey.

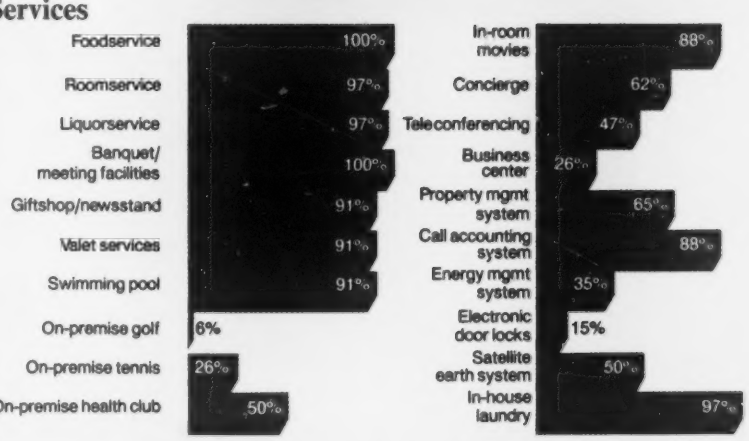
Other perennials on the top performing list, such as the Crystal City Marriott, Dallas Fort Worth Airport Hilton and Sheraton River House in Miami, continue to set the pace for the industry.

Fully 85 percent of the top performing hotels are affiliated with chains. This continues to be one of the most difficult categories for independent properties. The hotels cater to commercial and convention guests; all have meeting and convention facilities. Interestingly, airport hotels as a group are commited to in-room entertainment: 88 percent offer their guests in-room movies.

Thirty-four Airport Top Performers vs. All Airport Hotels

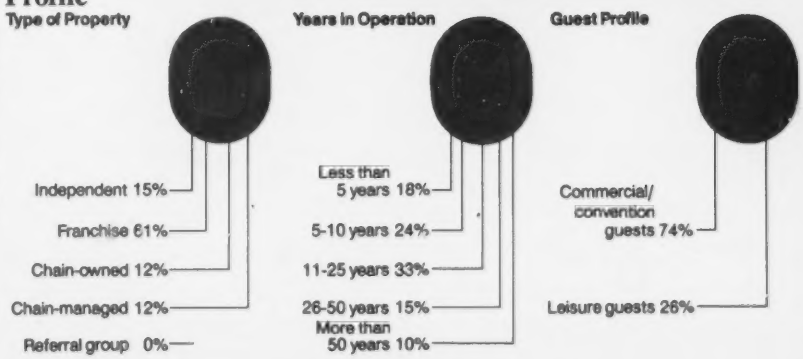


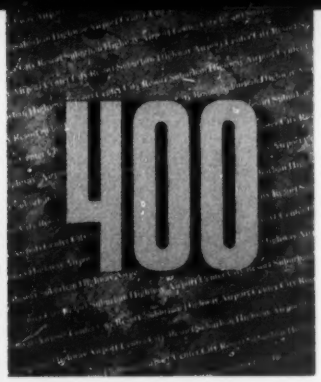
Services



Composition of Sales

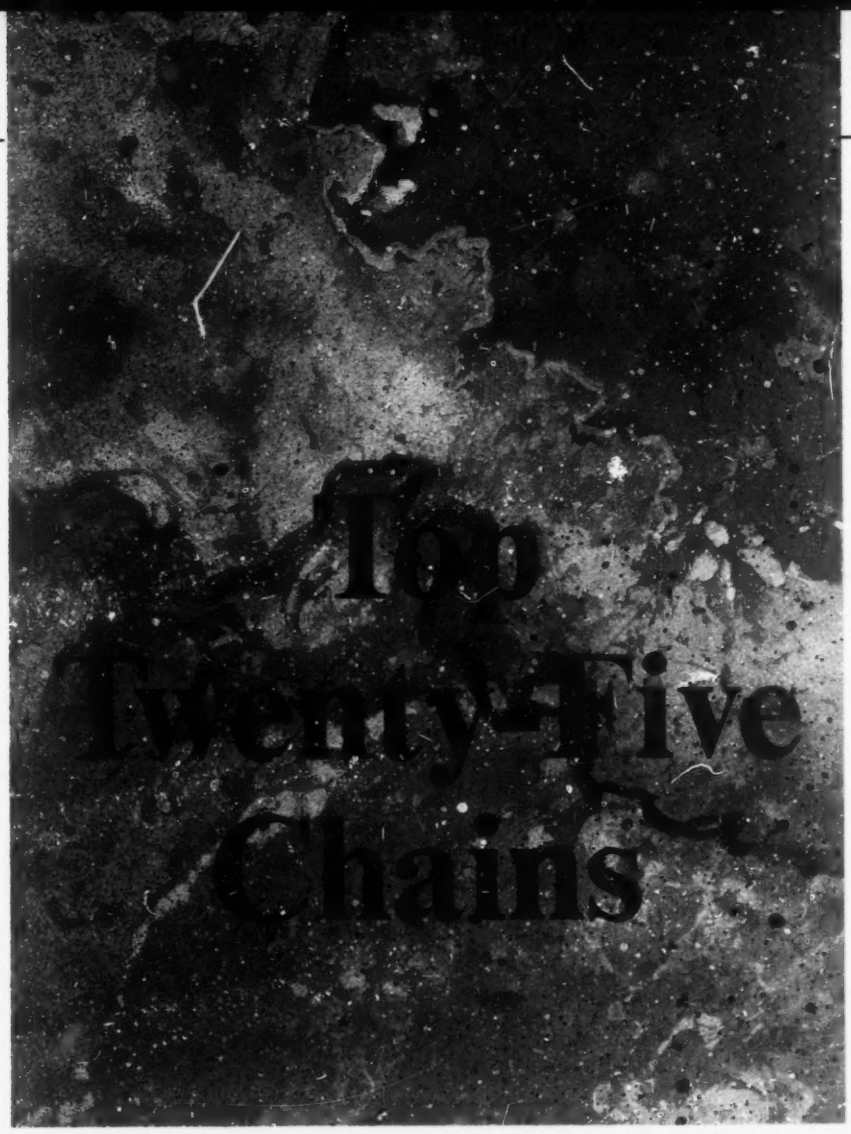
Profile





Airport

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
1	48,842	**Sheraton Inn Airport,** Newark, NJ (1,3.8%)	259	12,650	8	6,800	5,500	350	80	12	320
2	47,059	**Crystal City Marriott Hotel,** Arlington, VA (4,18.5%)	340	16,000	4	11,000	4,000	1,000	86	1	320
3	43,099	**Albany Marriott,** Albany, NY	302	13,016	7	7,167	5,244	6[illegible]	82	7	295
4	40,865	**Dallas Fort Worth Airport Hilton,** Dallas, TX (2, −3.6%)	416	17,000	3	8,000	7,500	1,5[illegible]	71	23	430
5	39,749	**Holiday Inn,** Ronkonkoma, NY (8.7%)	195	7,751	20	5,156	2,426	169	86	3	190
6	37,990	**Sheraton River House,** Miami, FL (5, −0.5%)	408	15,500	5	8,500	6,300	700	75	18	435
7	35,891	**Adam's Mark Hotel,** Indianapolis, IN	404	14,500	6	7,300	6,800	400	77	17	380
8	35,000	**Burbank Airport Hilton,** Burbank, CA	280	9,800	12	5,800	4,000		85	4	250
9	34,133	**Logan Airport Hilton,** E. Boston, MA	542	18,500	2	14,500	3,500	500	74	22	300
10	34,091	**Holiday Inn Jetport,** Elizabeth, NJ	242	8,250	18	5,750	2,400	100	79	13	175
11	33,000	**Ramada Inn,** Burlingame, CA	150	4,950	28	2,450	2,500		83	5	120
12	32,976	**Clarion Anchorage,** Anchorage, AK	248	8,178	19	5,025	2,885	268	70	26	171
13	31,662	**Radisson Plaza Hotel,** Manhattan Beach, CA	379	12,000	9	7,000	5,000		75	19	275
14	31,643	**Hotel Miami International Airport,** Miami, FL	263	8,322	17	5,287	2,700	335	77	16	797
15	31,558	**Centennial Park Hotel,** Grand Rapids, MI	319	10,067	10	5,019	3,798	1,250	64	32	280
16	31,400	**The Registry Hotel,** Irvine, CA (33,26%)	293	9,200	13	5,000	4,200		65	31	250
17	31,368	**Sheraton Plaza La Reina,** Los Angeles, CA	810	25,408	1	16,340	7,317	1,751	81	9	618
18	29,940	**Radisson Mart Plaza Hotel,** Miami, FL (18, −5.9%)	334	10,000	11	5,000	5,000		70	25	300
19	29,309	**Hotel Sofitel,** Miami, FL	285	8,353	16	4,560	3,259	534	70	24	200
20	29,199	**Sheraton Design Center Hotel,** Fort Lauderdale, FL	251	7,329	23	3,270	3,724	335	55	34	250
21	28,183	**Holiday Inn Pittsburgh Airport,** Coraopolis, PA	251	7,500	22	5,000	2,500		75	20	190
22	28,004	**Ramada Hotel-Old Town,** Alexandria, VA	258	7,225	24	4,912	2,048	265	78	14	178
23	27,000	**Meredith Guest House,** Durham, NC	100	2,700	34	1,900	800		68	27	75
24	26,551	**Sheraton Grand Tower,** Tampa, FL	325	8,629	14	3,961	4,378	290	60	33	325
25	26,400	**Roanoke Airport Marriott,** Roanoke, VA	320	8,448	15	4,800	3,300	348	74	21	280
26	26,274	**Holiday Inn Airport East,** Little Rock, AR (27, −1%)	201	5,281	27	2,898	2,108	275	77	15	150
27	25,667	**La Mansion Del Norte Hotel,** San Antonio, TX	300	7,700	21	5,000	2,700		65	30	190
28	25,179	**Airport Hilton Inn,** Pittsburgh, PA	140	3,525	32	1,935	1,475	115	68	28	100
29	24,730	**Travellers Hotel,** East Elmhurst, NY	163	4,031	31	3,935	15	81	86	2	50
30	23,684	**Quality Inn Airport,** Philadelphia, PA	228	5,400	26	3,799	1,308	293	82	8	145
31	23,548	**Sheraton Military Circle,** Norfolk, VA	208	4,898	29	3,585	1,313		80	11	137
32	23,460	**Holiday Inn Orlando,** Orlando, FL	291	6,827	25	5,020	1,730	77	81	10	160
33	23,368	**Holiday Inn St. Petersburg,** Clearwater, FL (30, −8.6%)	174	4,066	30	2,638	1,428		67	29	130
34	22,514	**Best Western Airport Plaza Hotel,** Milwaukee, WI	144	3,242	33	2,000	1,242		82	6	140



Top Twenty-Five Chains

Once again, Holiday Corporation took the top position among *Lodging Hospitality's* Top 25 Lodging Chains. And, as if on cue, Best Western came in in second place. Continuing the sense of *deja vu*, both Holiday and Best Western held onto their spots with fewer rooms than they had last year. Holiday did report an increase in the number of properties in 1987: fewer Holiday Inns and Crowne Plazas, eight more Embassy Suites and 46 new Hampton Inns added since our last report more than made up the difference.

The big move in 1987 was Ramada's leap from seventh place to the number three spot. The fuel powering Ramada's rocket upward consisted of the 149 Rodeway properties entering the Ramada fold. Growth of the Ramada brand was impressive in its own right: in 1987, Ramada Inns and Hotels added 54 properties, bringing the total number of rooms up from 79,300 to 91,832.

Chain consolidation was also a factor in Marriott's move from number five to four. The addition of the 109 Residence Inns brought Marriott's room total to 99,682 from last year's 88,960.

It was a good year for Motel 6. Their radio ads are the talk of the industry and the addition of 23 properties and 3,049 Rooms moved the Dallas-based company up from number 11 to number 10, bumping Hyatt Hotels Corporation out of the top 10.

Another flip-flop in 1987 was Radisson Hotel Corporation's step up into the number 15 slot, moving past La Quinta Motor Inns, Inc.

Knights Inns last year found themselves in 23rd place, but this year, under their new name, Cardinal Lodging Group, they took the 20th slot. Not only has Knights Inns added 47 properties and 5,329 rooms since last year's report, but Cardinal has also launched their new franchised hotel line, Arborgate Inns. Arborgate added 18 properties to Cardinal's total.

Despite having two more properties than last year, Omni reported a decrease in the number of rooms (down to 12,786 from last year's 13,034), causing a drop from 22nd place to 23rd.

There are a couple of newcomers to this year's top 25 chains: Stouffer Hotels & Resorts debuted at number 22 and Doubletree Hotels came in at number 24.

Keep in mind when reading the following chart that the numbers given by the respective hotel companies were valid as of December 31, 1987. Since this industry does not like to sit still, some of the numbers have probably changed by the time you read this.

Top Twenty-Five Chains

		Rooms	Number of Properties	Company Owned	Franchised/ Licensed	Management Contract	Other	Rooms	Number of Properties
1	**Holiday Corporation (1)**								
	Memphis, Tenn								
	Holiday Inn & Crowne Plazas	226,121	1,401	188	1,411	0	0	47,880	198
	Embassy Suites	19,621	81	22	33	26	0	0	0
	Hampton Inn	19,129	152	0	134	18	0	0	0
	Harrah's	2,853	4	NR	NR	0	0	0	0
	TOTAL	267,724	1,638	210	1,578	44	0	47,880	198
2	**Best Western International, Inc. (2)**								
	Phoenix, Ariz								
	Best Westerns	170,360	1,877	0	0	0	1,877	84,621	1,487
3	**Ramada, Inc. (7)**								
	Rodeway	17,568	149	0	149	0	0	48	1
	Ramada	91,832	549	28	528	0	0	13,543	64
	Renaissance	13,202	36	8	28	0	0	5,874	21
	TOTAL	122,602	743	36	705	0	0	19,465	86
4	**Quality Inns International (3)**								
	Silver Spring, MD								
	Comfort Inns	43,112	472	0	472	0	0	1,318	22
	Quality Inns	56,758	439	9	426	0	0	8,646	83
	Clarion Hotels/Inns/Resorts	10,644	35	1	32	2	0	950	8
	Comfort Suites	1,715	15	0	15	0	0	0	0
	Quality Suites	2,313	19	0	19	0	0	0	0
	TOTAL	114,542	980	10	964	2	0	10,914	113
5	**Marriott Hotels & Resorts (6)**								
	Washington, D.C.								
	Marriott Hotels & Resorts	74,047	161	22	47	92	0	4,988	13
	Marriott Suites	224	1	1	0	0	0	0	0
	Courtyard by Marriott	12,000	81	81	0	0	0	0	0
	Residence Inn by Marriott	13,146	109	NR	NR	NR	NR	0	0
	Fairfield Inn	265	2	2	0	0	0	0	0
	TOTAL	99,682	354	106	47	92	0	4,988	13
6	**Hilton Hotels Corporation (4)**								
	Beverly Hills, Calif								
	Hilton Hotels	96,075	270	24	224	22	0	0	0
	Conrad International Hotels	0	0	0	0	0	0	622	1
	TOTAL	96,075	270	24	224	22	0	622	1
7	**The Sheraton Corporation (5)**								
	Boston, Mass								
	Sheraton Hotels	92,768	348	10	294	44	0	42,292	127
8	**Days Inns of America, Inc. (8)**								
	Atlanta, GA								
	Days Inns	84,832	589	26	517	46	0	383	3
9	**Howard Johnson Franchise Systems, Inc. (9)**								
	Fairfield, N.J.								
	Howard Johnson Hotel	15,961	95	0	88	7	0	1,188	8
	Howard Johnson Lodge	32,261	316	24	276	16	0	498	5
	Howard Johnson Plaza Hotel	3,909	20	2	18	0	0	0	0
	Howard Johnson Park Square Hotel	140	1	0	1	0	0	0	0
	TOTAL	52,271	432	26	383	23	0	1,686	13
10	**Motel 6, L.P. (11)**								
	Dallas, Tx.								
	Motel 6	48,842	431	NR	NR	NR	NR	NR	NR
11	**Hyatt Hotels Corporation (10)**								
	Chicago, Ill.								
	Hyatt Hotels & Resorts	48,000	88	0	0	88	0	0	0
	Hyatt International	0	0	0	0	0	0	17,410	50
	TOTAL	48,000	88	0	0	88	0	17,410	50

		Rooms	Number of Properties	Company Owned	Franchised/ Licensed	Management Contract	Other	Rooms	Number of Properties
12	**Forte Hotels International (12)**								
	El Cajon, Calif.								
	Exclusive	1,501	4	3	0	0	1	315	1
	Travelodge	27,365	404	25	169	2	208	1,558	25
	Viscount	3,431	12	11	1	0	0	238	1
	TOTAL	32,297	420	39	170	2	209	2,111	27
13	**Econo Lodges of America, Inc. (13)**								
	Charlotte, NC								
	Econo Lodge	32,082	401	12	387	0	0	136	2
14	**Super 8 Motels, Inc. (14)**								
	Aberdeen, SD								
	Super 8 Motels	30,991	488	34	454	91	0	138	3
15	**Radisson Hotel Corporation (16)**								
	Plymouth, Minn.								
	Radisson Plaza Hotel	4,641	13	7	4	9	0	0	0
	Radisson Hotels	10,278	40	6	27	13	0	10,240	40
	Radisson Suite Hotels	1,527	7	0	6	1	0	0	0
	Radisson Resorts	2,616	11	2	8	3	0	0	0
	Radisson Inns	4,278	19	1	17	2	0	0	0
	Colony Resorts	4,004	24	0	0	24	0	0	0
	TOTAL	27,344	114	16	62	52	0	10,240	40
16	**La Quinta Motor Inns, Inc. (15)**								
	San Antonio, Texas								
	La Quinta Inns	24,877	200	140	9	43	0	0	0
17	**Hospitality International Inc. (20)**								
	Atlanta, Ga.								
	Scottish Inns	7,397	125	0	125	0	0	0	0
	Red Carpet Inns	11,234	140	0	140	0	0	188	2
	Master Hosts Inns & Resorts	2,394	30	0	30	0	0	536	5
	TOTAL	21,025	295	0	295	0	0	724	7
18	**Westin Hotels & Resorts (17)**								
	Seattle, Wash.								
	Westin Hotels & Resorts	20,093	32	0	0	32	0	14,198	30
19	**Red Roof Inns, Inc. (18)**								
	Hilliard, Ohio								
	Red Roof Inns	19,550	178	178	0	0	0	0	0
20	**Cardinal Lodging Group**								
	Columbus, Ohio								
	Knights Inn	17,529	157	118	1	38	0	0	0
	Arborgate Inn	1,297	18	16	2	0	0	0	0
	TOTAL	18,826	175	134	3	38	0	0	0
21	**Preferred Hotels Worldwide (21)**								
	Oakbrook Terrace, Ill.								
	Independent Hotels	15,154	58	0	0	0	58	7,328	28
22	**Stouffer Hotels & Resorts**								
	Solon, Ohio								
	Stouffer Hotels & Resorts	13,061	32	8	0	10	14	0	0
23	**Omni Hotels (22)**								
	Hampton, NH								
	Omni	11,827	28	3	5	20	0	0	0
	Various	959	4	1	0	3	0	0	0
	International Hotels	0	0	0	0	0	0	1,355	3
	TOTAL	12,786	32	4	5	23	0	1,355	3
24	**Doubletree Hotels**								
	Phoenix, Ariz.								
	Doubletree Hotels	9,737	30	12	0	18	0	0	0
25	**Budget Host Inns (25)**								
	Ft. Worth, Texas								
	Budget Host Inns	8,400	215	0	215	0	0	121	3